

Career History

Office of Thrift Supervision, U. S. Department of the Treasury

Ombudsman, 1995-present

The Office of Thrift Supervision (OTS) is the primary regulator of all federal and most state chartered savings associations. As Ombudsman, responsibilities focus on facilitating resolutions of disputes raised by regulated institutions, organizing seminars and teaching best practices to institution management and boards of directors. Areas of emphasis include risk management, asset/liability management, bank mergers and acquisitions, strategic planning, bank performance, financial statement analysis, bank management simulation, banking history, law, investment analysis, management, and ethics. Coordinated the production and distribution of Directors' Guide to Responsibilities and the Directors' Guide to Management Reports.

Provided briefings on bank supervision to foreign delegations including: Lithuania, Malaysia, Macedonia, Japan, Finland, Korea, Republic of China, India, and Russia. Hosted a program for the Ecuadorian Prosecutor General and members of the Financial Crimes Task Force at the request of the Department of Justice's Office of Overseas Prosecutorial Development Assistance and Training.

Office of Thrift Supervision

Associate Director, Resolution Trust Corporation (RTC), 1994-1995

Served as deputy to the Director of OTS in his role as board member of the RTC. Provided analysis and recommendations to RTC senior management regarding resolution and recapitalization strategies for troubled institutions; and RTC budgets, audits, personnel, and policy materials. Advised the Director of OTS in his role as a director and Audit Committee member of the Thrift Depositor Protection Oversight Board. Developed decision papers for the Director on significant matters affecting the thrift industry, specific problem institutions, and policy coordination between the Federal Deposit Insurance Corporation, the RTC, and the OTS.

Served as OTS representative to the Federal Financial Institutions Examination Council (FFIEC). Advised the Director of OTS in his role as Chairman of the FFIEC, regarding the OTS position on proposed regulations, outstanding issues, and achievements of the FFIEC interagency working groups.

Office of Thrift Supervision

Senior Deputy Assistant Director, Supervisory Operations, 1993-1994

Served as senior advisor to the Director in providing analysis and guidance to OTS, other regulatory agencies, the Department of the Treasury, the Congress, and various trade and industry groups on policies and procedures with respect to troubled institution resolutions, recapitalization strategies, and regulatory policy. Was also liaison to the Treasury Inspector General and the General Accounting Office.

Office of Thrift Supervision

Deputy Assistant Director, Special Supervision, 1991-1993

Managed three divisions and staff of 75.

One division responsible for resolution process for failing institutions, including the classification, prioritization, and recapitalization strategies. Developed a risk assessment model (RAM) used by OTS and FDIC to identify and prioritize high-risk institutions.

Managed the development and implementation of the Accelerated Resolution Program (ARP). During this period 40 institutions with \$26 billion in assets were resolved via the ARP process. Government savings from this program were estimated at over \$3.9 billion.

Second division responsible for analysis and monitoring of thrift industry.

Third division responsible for national applications processing.

Office of Thrift Supervision

Director of Industry Rehabilitation, 1990-1991

Managed development of alternative resolution strategies for troubled institutions.

Office of Thrift Supervision

Deputy District Director and District Counsel, 1989-1990

Managed professional staff of legal and financial analysts. Analyzed and recommended resolution strategies for capital deficient institutions in Ohio, Kentucky, and Tennessee. Assisted Dallas District Office and Washington headquarters staff with additional troubled institution analyses.

Directed staff processing of holding company applications, changes in control, mergers and acquisitions, capital stock issuances, and service corporation applications. Served as Administrative Hearing Officer on Community Reinvestment Act protests in Ohio, Kentucky, and Tennessee.

Federal Home Loan Bank of Cincinnati

Senior Vice President, Director of Industry Development, Special Counsel and Supervisory Agent, 1984-1989

Counseled management and Boards of Directors of healthy and troubled banks on capitalization strategies, legal issues, best management practices, viability analyses, and regulatory policy.

Directed 65 staff members in analysis, examinations, and Federal deposit insurance applications processing for over 70 uninsured institutions during the Ohio Banking Crisis. Responsibilities included reviewing business plans, analyzing viability simulations, recommending approval conditions, and monitoring compliance with approval conditions by senior management and boards of directors at newly insured institutions.

Federal Home Loan Bank Board

Senior Attorney/Advisor, 1982-1984

Negotiated and drafted legal documents for third party acquisitions of troubled institutions.

Private Law Practice

Savannah, Georgia, 1975-1983

Georgia Southern University, Statesboro, Georgia

Assistant Professor of Law and Finance, 1975-1977

Education

Harvard Law School, post-graduate courses in Securities and Banking Law

Rutgers University Law School, Juris Doctor. Active member of Georgia State Bar and Federal Bar

Georgia Southern University, Master of Business Administration

Armstrong Atlantic State University, Bachelor of Business Administration

Professional Qualifications

Accredited Federal Thrift Regulator, 1989-present

Mediator/Shared Neutrals Program and Accredited EEO Counselor